The Chronicle

Published for the employees of SPAWAR Systems Center, Charleston

Captain John W.R. Pope III is SSC Charleston's 5th commanding officer. See story on page 3.

Jul/Aug/Sep 2003

The Chronicle

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SSC Charleston's Mission
What we do: We enable knowledge superiority to the warfighter through the development, acquisition, and life cycle support of effective, capable and integrated C4ISR, IT, and Space systems.

SSC Charleston's Vision
Where we want to be in the future: We will become the premier provider of C4ISR, IT, and Space capabilities.

Commanding Officer
Captain John W.R. Pope III
United States Navy

Editor: Lynda Silvers
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The Chronicle is a quarterly publication designed for Space and Naval Warfare Systems Center, Charleston employees. Its purpose is to inform, educate, entertain, and generate new ideas. An official publication, *The Chronicle* is printed using appropriated funds in compliance with Navy Publications and Printing regulations. Contents of *The Chronicle* are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, the U.S. Navy, or SPAWAR Systems Center, Charleston.

Submissions for publication in *The Chronicle* must be received by the Editor at the above address no later than the 15th day of the 2nd month of each quarter. You can email submissions to lynda.silvers@navy.mil. *The Chronicle* reserves editorial privileges with all submissions.

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CAPTAIN'S CALL

Captain John W.R. Pope III, USN
SSC Charleston Commanding Officer

My family and I are excited to be part of the SSC Charleston family. As I said at the change of command, every day I experience the genuine warmth, commitment, and teamwork within this command. Speaking of the change of command, what a great day that was to showcase SSC Charleston's people, accomplishments, and facilities! Not only did we have a wonderful ceremony and reception, but we also had some valuable time with SPAWAR leadership showing them our latest initiatives that support FORCEnet, the Navy, and our nation. Well done to the many Charleston shipmates who worked to make that day so successful.

Where am I focused as we start this next chapter in SSC Charleston's history? There are a few key areas that build on our past progress:

During my first week here, Mr. Ward related to me a statement made by Rear Admiral Slaght that said the future success of an organization today requires two key elements: a critical capability and an efficient business model. Those words inspired me to set my first priority — to make this a focus for us all. As we continually improve our critical capabilities, and as we successfully implement new and more efficient business practices, our organization will truly magnify its value to our country's safety and security. And, we must fully highlight our successes —t ell our story to everyone.

Second, but critically tied to the first, is to maintain the momentum of the nine integrated process teams chartered under Captain Deitch's and Mr. Ward's leadership. These IPTs will not only improve the quality of our workplace, but they represent our commitment to continuously improve.

A third focus area is already underway with our BRAC 2005 management team. We have a top-notch experienced group that has already produced initial data to SPAWAR headquarters. This team and the Center's leadership will work with the headquarters BRAC team to tell our success stories.

Returning to the change of command, I took the opportunity then to highlight a few specific SSC Charleston shipmates who made a real difference for the fleet during Operation Enduring Freedom and Operation Iraqi Freedom. I'd like to close this first note by thanking the SSC Charleston team of government, military, and industry partners for their outstanding service to our Navy and nation. There are exciting times ahead, and I am extremely proud to be part of the SPAWAR team that makes such a difference.

Welcome to SSC Charleston, Capt. Pope, where we strive for *Excellence Through Teamwork*. We look forward to the future with you as our leader and mentor.

John W.R. Pope III is SSC Charleston's fifth commanding officer

As he said, "I relieve you, Ma'am," Captain John W.R. Pope III became SSC Charleston's fifth commanding officer. Capt. Nancy L. Deitch relinquished her command to Capt. Pope during the traditional Navy Change of Command ceremony at the Cooper River Landing Conference Center on July 29.

During a pre-ceremony gathering in the Executive Conference Room, Capt. Pope was *frocked*. His sisters, Patti Pope and Mary Pope Williams, pinned on his new captain shoulder boards as his wife Dawn, their family and friends, dignitaries, and specially invited guests shared this milestone in Capt. Pope's career. His first words as captain, "These feel heavier," indicate the awesome responsibility he now bears, not only to our command, but also to the U.S. Navy and to our country. Congratulations, Captain!

A seasoned SPAWARrior, Capt. Pope comes to us from headquarters where he was the deputy program manager for SPAWAR's Navy Satellite Communication Systems Program Office. He was responsible for all Navy satellite communication terminals in the frequency spectrum above 2 GHz — including the Navy's Extremely High Frequency Satellite Communications program, the super high frequency terminals, the commercial C-band terminals, international maritime communications satellite terminals, the Navy's portion of the Global Broadcast Service terminals, iridium hand-held satellite terminals, and television direct-to-sailor systems. Capt. Pope managed both terrestrial infrastructure and commercial satellite transponder leasing.

It's fair to say that Capt. Pope has been in the Navy his entire life. He was born at Subic Bay, the Philippines, a son of now retired Navy Captain and Mrs. John W.R. Pope, and received his Navy commission via the Navy's ROTC program in May 1983. You can read his full resume online at SSC Charleston's website sscc.spawar.navy.mil.

Top photo: Newly frocked Capt. John Pope is piped aboard SSC Charleston.

Left: Capt. John Pope salutes Capt. Nancy Deitch and says, "I relieve you, Ma'am," and becomes SSC Charleston's fifth commanding officer.

Briefing Theater dedicated to James T. Lynch Jr.

James Lynch's wife, his son and daughter and their spouses, and his grandchildren traveled to Charleston to attend the briefing theater dedication ceremony. Following the ceremony, the family stands beside the plaque that will permanently remind us of *The Candy Man*.

On the morning of July 29, the briefing theater within SSC Charleston's main engineering center was dedicated to the memory of James T. Lynch Jr. During the pre-change of command ceremony, Jim's family, friends and coworkers gathered as a plaque was unveiled and the theater was formally named the James T. Lynch Jr. Briefing Theater.

Jim, an exceptionally talented technician in the Joint Information Systems Fleet Support Branch (J632), worked in the Navy Command Center at the Pentagon where he supported the C3I systems that SPAWAR installed in the center. In the blink of an eye on that day that is forever implanted in our hearts and our minds, James T. Lynch died

when that terrorist-hijacked airplane plowed into the Pentagon on the morning of September 11, 2001.

Jim was well known throughout the Pentagon for his gentle nature and willingness to help others. They called him *"The Candy Man"* because everyday during his lunch break, he walked the Pentagon halls and gave Werther's Originals (which he bought by the case) to everyone he passed — a tradition that spilled over into the community where Jim gave pieces of candy to store clerks, bank tellers, or anyone he felt needed a lift or a smile.

During the dedication ceremony, SPAWAR headquarters commander Rear Adm. Ken Slaght said, "Jim's technical expertise, his fascination with technology advancements, and his skill in putting together systems that were unique and always solved a problem, are some of the many reasons why it's very fitting that we're dedicating this briefing theater to his memory.

"This state-of-the-art facility embodies the same kind of expertise that was Jim Lynch. It's flexible, unique and provides essential information to a variety of top-level Navy, industry and civilian audiences. It was created from scratch to facilitate information flow to key SPAWAR decision makers. Decisions made in this facility help to shape information technology systems that are being developed for future generations of our nation's war fighters. Decisions made here will even reach as far as Washington, D.C., and help to provide increased security for many of our nation's critical federal agencies. What an appropriate legacy.

"These facilities will change over time, embracing new technology as it comes along and using that technology in new and, as yet, unknown ways. But one thing we know for certain: the facility will grow in importance with each passing year. Day after day, year after year, the James T. Lynch Jr. Briefing Theater will be a constant reminder to all who visit here of one man's dedication to his mission and devotion to his country."

"It is important that all Americans never forget the events of Sept. 11, 2001," Rear Adm. Slaght said. "We must be ever vigilant and ever mindful of the tragic loss of American life. We must go on, but we do so knowing that dedicated souls like Jim have gone before us and have helped guide us. This facility will help that important mission. It is truly a living memorial."

Sara Baker retires

On June 30, SSC Charleston said "*Fair winds and following seas,*" to Sara Baker, the executive assistant to SSC Charleston's first four commanding officers.

Sara, one of the most competent and professional administrative assistants this editor has ever known, devoted over 43 years to the U.S. Government.

Not one for much fanfare, Sara only wanted a small drop-in in the executive conference room to commemorate her retirement. The room was small, but not the crowd, as coworkers gathered to say their good-byes in the standing-room only crowd which spilled out into the hallways.

Capt. Nancy Deitch, our former commanding officer, presented the Navy Meritorious Civilian Service Award to Sara for "Displaying exceptional poise, professionalism, innovation, and management expertise, you were solely responsible for the exceptional administrative support enjoyed by the commanding officer. In the eight years since you reported on board, the Command doubled in size, significantly increasing the scope of your oversight. Additionally, for the last year, you multitasked, providing comparable support to the executive director, following the retirement of his administrative assistant. Confronting these challenges head on, you rose to the occasion, ensuring that no detail was overlooked.

"Throughout your exceptional career, you provided direct support to 22 flag officers and four SSC Charleston Commanding Officers. But more importantly, you provided guidance, support, mentoring and leadership to the entire SSC Charleston family. In recognition of over forty years of sterling government service, it is with great pleasure that I present you the Navy Meritorious Civilian Service Award.

"In all aspects of your work, you have distinguished yourself as an extraordinary leader and public servant and you are highly deserving of this award."

Have a wonderful retirement, Sara. We wish you good health, wealth, and happiness, and we will miss your always smiling face.

Michael Shafer heads Information Warfare Exploitation Systems Engineering Division

Congratulations to Michael Shafer who was recently selected to head the Information Warfare Exploitation Systems Engineering Division (J71).

Mike came to SSC Charleston in 1995 as a computer engineer in the Local Monitoring System (LMS) software development group. He soon became the lead project engineer on the Sentinel threat warning system being developed for Air Force Special Operations Command aircraft and the Rigel signals intelligence system for a Naval Air (NAVAIR) Systems Command counter-drug aircraft.

In January 1999, Mike was selected to head the Special Exploitation Systems Engineering Branch (J713) — a team of 21 engineers, scientists, and technical specialists. He managed and technically directed all United States Special Operations Command intelligence and information systems, the U.S. Marine Corps multi-platform collection capability signals collection/exploitation/dual frequency system, signal research, and target development exploitation system packages in support of Commander, Naval Security Group. J713 also provides services to the Army's Communications Electronics Command, NAVAIR (PMA-290), SPAWAR headquarters (PMW-189) and SSC San Diego.

Before joining SSC Charleston (and the Navy side of the house), Mike has six years of prior civil service experience gained with the United States Air Force at the Electronic Warfare Integrated Support Facility at Robins Air Force Base in Georgia, and the Tactical Air Warfare Center at Eglin Air Force Base in Florida.

Mike earned his bachelor and master's degrees in computer and electrical engineering from the University of South Carolina.

‘Front Office’ selects new executive assistants

The *front office* — the offices of the executive director and the commanding officer — has undergone a complete turnover in the past several months. It began when Mary Ann Calhoun, administrative assistant to the executive director, Don Bailey, retired. Shortly thereafter, Don retired and James Ward became SSC Charleston’s second executive director. Then, the commanding officer’s administrative assistant, Sara Baker, retired. And then, we had a change of command.

As if the pressure of the front office weren’t enough all by itself, add the tension of four brand new people in four brand new positions (at least to them), all working together for the very first time, and see what you get. Well, what we got was a dynamic team excited about the future of this command.

Congratulations to **Debra Whitley** and **Lois Hughes**, executive assistants to the commanding officer and the executive director, respectively.

Debra Whitley
Executive Assistant to the Commanding Officer

Previously the administrative assistant for the Communication Systems Department (J50), Debbie (as she prefers to be called) has been with SSC Charleston since October 1994. She came to us via the Priority Placement List when the Polaris Missile Facility Atlantic (POMFLANT), located in Goose Creek, was disestablished. Debbie started as the branch head’s assistant in the General Service Communications Branch. She was promoted in 1997 to the Telecommunication and Switch Networks Division head’s assistant, and then to the department head’s assistant in 2002.

During Debbie’s ten years at POMFLANT, she held a variety of positions including mail room clerk, EEO assistant, production control clerk, and finally secretary to the executive and commanding officers.

Lois Hughes
Executive Assistant to the Executive Director

Prior to her selection for the front-office position, Lois was the administrative assistant to SSC Charleston’s business manager (J09A), where she has been since July 2000. She joined the former NAVELEX Charleston in 1987 as a secretary in the Contracts Division, and moved to the Intelligence and Information Warfare Systems Engineering Department in 1988. She became a SPAWAR plankowner in 1994.

Prior to joining this command, Lois had 13 years of federal service at Fort Jackson in Columbia, S.C. Her last assignment there was secretary to the commanding officer of the U.S. Army Reception Station at Fort Jackson.

In 1987, Lois was awarded the Federal Employee of the Year in the management support category for Fort Jackson. She subsequently won the Federal Employee of the Year in that category for the entire Greater Columbia area.

Welcome to the *front office*, ladies!

Joint Tactical Radio System plays critical role in information dominance

By David Smoak and Mike Shirley

The Joint Tactical Radio System Technology Laboratory (JTeL) achieved another major milestone when it opened its doors for Initial Operational Capability (IOC) on August 1. Over 200 government and private industry representatives celebrated the two-day open house event where JTeL staff provided operation details and demonstrated JTeL-developed software test tools. The observance included a formal ribbon-cutting ceremony at the Charleston laboratory.

Top photo: JTeL team members in San Diego.

Photo below: JTeL team members at the ribbon cutting ceremony.

IOC is the point that allows limited testing to begin. Our IOC was defined as the point at which the test plans were complete; but test procedures and tools, while operational, are still maturing. JTeL's Full Operational Capability (FOC) milestone is scheduled for October 2004. At FOC, the test procedures and full automation of test tools will be completed and proven through the developmental testing and limited conformance testing that will be accomplished between IOC and FOC.

The JTeL is a multi-functional laboratory that provides traditional test and evaluation expertise, subject matter expert resources, technology insertion, and program management services. The JTeL provides the JTRS Joint Program Office with compliance recommendations on the JTRS waveforms and operating environments, maintains the JTRS waveform repository, supports the advancement of the Software Communications Architecture (SCA), and provides guidance in advancing Software Defined Radio (SDR) technology. The JTRS program's cornerstone is the acceptance and utilization of the Software Communications Architecture (SCA) — a significant step into the future interoperability of complex communication systems. With this as a primary mission, the JTeL proudly takes the lead in testing and technology insertion programs.

The JTeL comprises many partners — Joint Interoperability Test Command, the National Security Agency, several commer-

At left (l-r), Scott Henson (J54 division head), Mike Shirley (JTeL chief financial officer), Charles Adams (J50 department head), Major Stan Pustarfi (JTRS JPO test and certification division chief), James Ward SSC Charleston executive director), and David Smoak (JTeL deputy program manager) cut the ribbon opening the Joint Tactical Radio System Technology Laboratory.

cial companies, and other non-Navy research laboratories; but primarily, SSC Charleston and SSC San Diego as the lead members and operating under a joint venture agreement. The multi-service JTRS program efficiently leverages government and industry experts — a benefit to both. The JTeL also partnered with other community entities to effectively test and evaluate JTRS products.

Successful implementation of the Software Communications Architecture within the United States spawned international recognition. The JTeL now supports Defense programs in Sweden, Japan, and the United Kingdom. Plans to expand the SCA-compliant architecture into the public service and safety domains in the United States and Europe are now underway.

The JTRS, based on SDR technology, produces protocol software that is easily portable to SCA-compliant communication devices. These communication protocols, or waveforms, will be developed once, are government owned, and ported to all forms of radio. The JTRS strategy significantly reduces the total cost of development, ownership, operator and maintenance training, and logistics. The JTRS will deliver interoperable systems that will transform warfighter communications and enhance information superiority. New networking waveforms, which provide reliable collaboration technologies for the warfighter, brings increased efficiency to the battle planner and the executors — one time data handling, posting before use, and user level data pulls in a network centric environment truly represent transformed communications.

The JTRS, which will host over 30 different waveforms, is being developed in clusters (or operational domains) for use in tracked vehicles, rotary craft, hand-held, man-pack, afloat, fixed-station, fixed wing, and space-based devices, and will replace over 150 radio families (2MHz and above). An estimated one million radios will be upgraded or replaced to meet SCA compliance. As the JTRS concept is applied, interoperability for service, joint, allied and coalition forces will significantly contribute to the wireless leg of the global information grid. The JTRS is a critical part of the United States' vision and strategy — information dominance.

During the first two years, the planning and pilot phases, the JTeL developed program level plans, policies, processes, procedures, budgets, and a fully resourced five-year integrated master schedule. An earned value management system was also installed and now operates as a management tool supporting program execution, and as a communication conduit to the sponsor. The processes and best practices of the Software Engineering Institute (SEI) Capability Maturity Model Integrated (CMMI) for level three organizations were followed since the JTeL mainly involves software development and maintenance. The planning and execution structure provided the means to collect and analyze the testing and assessment requirements and place them under a formal configuration management process. Vision, strategy, architecture compliance, code development, automated test tools certification, waveforms and operating systems were also assessed.

The Charleston-based JTeL capabilities include software development laboratories, two waveform SCA compliance test modules, two operating environment (JTR set infrastructure) test modules, and one waveform performance test area. The JTRS waveforms will be assessed and tested for portability, information assurance, and SCA compliance. Performance assessments will be accomplished by the JTeL selected government laboratories as the waveform subject matter experts. SSC Charleston was selected as the ultra-high frequency satellite communications (UHF), UHF LOS (line of sight), COBRA (collection of broadcast from remote assets), and APCO (Association of Public-Safety Communication Officials) 25 waveform subject matter experts.

on the edge

Horizontal Fusion's Quantum Leap 1 — SSC Charleston supports net centric transformation

By Rebecca Rowsey
SSC Charleston Office of the Chief Engineer
Horizontal Fusion Program Manager

SSC Charleston's Horizontal Fusion Team gathered in the atrium of the main engineering center to pose for the camera. First row (kneeling l-r): Noni Jenkins, Patrick McHale, Ken Bible, Charlene Bates, Rebecca Rowsey, Carissa Miller, Marilene Baker, and Greg Monahan. Second row (l-r): Jeff Keenan, Richard Daehler-Wilkins, Al Ware, Kary Troupe, Keith Dillingham, Will Gex, Ryan Harrington, Dale Messer, and Dave Johnson. Back row (l-r): Don Poole, Gary Musil, Roy Maines, Brad Howard, James Southard, Andrew Mansfield, Don Cloud, Robert Varnes, and Edward Jenkins.

On August 27, SSC Charleston played a key role in the highly successful Quantum Leap 1 (QL-1) demonstration for the Assistant Secretary of Defense (ASD N11)/DoD Chief Information Officer's (CIO) fiscal year 2003 Horizontal Fusion portfolio initiative. Horizontal Fusion brings together projects and provides the means and tools that enable the *smart pull* and *fusion* of all available data. This is the task-post-process-use (TPPU) concept. To achieve *power to the edge*, it is essential that data be posted to the Internet as it becomes available — before being processed, that the network is secure and assured, and that sense making and collaboration are improved.

Left: Earl Copeland (S.C. Congressman Henry Brown's staff) and Susan Chapman (S.C. Senator Lindsay Graham's staff) listen as Marian Cherry, Horizontal Fusion Portfolio Manager, explains the Horizontal Fusion concept.

Below: Will Gex, one of the lead engineers for Horizontal Fusion, talks to visitors about horizontal fusion.

SSC Charleston directly supports Ms. Marian Cherry, Horizontal Fusion Portfolio Manager, OASD (NII)/DoD CIO. In January, she selected SSC Charleston — with our extensive net centric capabilities, state-of-the art facilities, and leading edge information systems — as the principal QL-1 demonstration site. SSC Charleston was also chosen as the lead on one of the thirteen Horizontal Fusion projects in fiscal year 2003.

SSC Charleston supported the OSD Horizontal Fusion QL-1 program under the leadership of our commanding officer, **Capt. John Pope**, executive director **James Ward**, chief engineer **Phil Charles** (J0E), program manager **Rebecca Rowsey**, lead engineers **Will Gex** and **Andrew Mansfield**, and a cross-command top-notch team that provided the enterprise engineering and integration services for the demonstration and VIP observation sites. SSC Charleston's engineering center served as the main Joint Task Force (JTF) demonstration site, hosting operators, engineers, technicians, developers, and the demonstration team who participated in the activities.

There were 13 portfolio initiatives (including SPAWAR) — Collateral Information Space, Defense Intelligence Agency (DIA); HF Enterprise Services, Defense Information Systems Agency (DISA); Content Staging, DIA; Basic Language Translation Services, Army/Army Research Laboratory (ARL); Net-centric Geospatial Intelligence Services (NGIS), National Imagery and Mapping Agency (NIMA); Cooperative Engagement Capability, Navy CEC Program Office; Ubiquitous Automated Information Management (UAIM), ARL/Pennsylvania State University; P-3 Fusion, Navy Research Laboratory; Distributed Common Ground Station Integration, Army Intelligence and Security Commission (INSCOM); Warriors Edge, ARL; Global Net-Centric Surveillance and Targeting, U.S. Air Force; and Non-Obvious Relationships Analysis (NORA), SSC Charleston. The NORA program, led by **Ken Bible** and **Jeff Keenan** (J32/ISR), identified potential relationships among/between individuals and companies in real time by cross-referencing and analyzing databases. The tool spurs interest, especially among the intelligence community.

Ms. Cherry, along with SSC Charleston, hosted thirty VIPs — including Congressional staffers, combatant commands, DoN, National Defense University (NDU), and State Department representatives — during the successful demonstration. The VIPs received information on Horizontal Fusion and QL-1's purpose and objectives. Visitors and participants expressed strong support for DoD's net-centric transformation efforts.

This year's successful QL-1 demonstration will lead to rapid infusion of new net-centric capabilities into net-centric warfare forces and business processes. Some of the fiscal year 2003 applications will be immediately available to warfighters — a key result of this year's Horizontal Fusion initiative. Ms. Cherry said that SSC Charleston would continue as the lead role in future Horizontal Fusion efforts and Quantum Leap demonstrations dur-

See 'Horizontal Fusion' on page 17

PAC3T connects allied ships to the fleet

The PAC3T Team: Rick Pass, head of the Mobile C4I Systems Branch (J614); Terry Gilmore, senior systems analyst; Raziuddin Khan, systems engineer; Larry Huffman, field engineer; and Bob Wilson, ADP technician.

By Lynda Silvers
Chronicle Editor

Originally developed at Patuxent River, Maryland, for the U.S. Naval Forces Southern Command, the Portable Allied Command, Control, Communication Terminal (PAC3T) was designed to provide voice and data exchange between the United States and South American ships during multi-national exercises. These joint exercises are routinely conducted three times a year. The PAC3T provides the ability for all involved ships to communicate quickly — both foreign and allied ships can talk to each other and provide vital location information, a capability that did not exist prior to 1995. "There was nothing like this before 1995," said **Raziuddin Khan**, an engineer in the Systems Engineering and Test Branch (J614).

PAC3T, built around software known as Joint Maritime Command Information System (JMCIS), is a scaled down version of several well-established, operationally certified, U.S. Navy mobile system platforms. The current ADP suite consists of a repackaged UNIX workstation and an improved laptop computer, which brings interoperability to allied ships in an affordable and transportable package — a deployable system that quickly allows allied ships without a global command and control system to join U.S. Navy forces during exercises and real-world (like today's world) operations.

Many of our coalition partners' ships do not have C3 capabilities — at least not to the extent necessary to obtain the level of integration required. PAC3T positively contributes to the C3 combined coalition environment. During Operation Iraqi Freedom, as well as periods of peace, building coalitions is mandatory if we want to accomplish our missions. PAC3T is a key

A PAC3T system ready for installation.

enabler of force integration, the fusing of U.S. Navy and coalition partners, into a unified military force that is highly effective.

With the exception of requiring a dry and cooled environment and the ship's power, the PAC3T is self-contained. A quick survey of a ship determines the best place for the flexible PAC3T. Having secure communications between allies is a definite benefit during wartime, and can save lives.

In July, the Singapore Navy signed a memorandum of agreement with the U.S. Navy to purchase PAC3T systems. Now, version two of the PAC3T is underway on Singapore navy ships. PAC3T systems developed by SSC Charleston also reside on ships from Thailand, Malaysia, the Philippines, and several other countries. "Using CMMI (a capability maturity model for integration used to implement process improvement), we improved the PAC3T; it's now a state of the art system," Razi said. "When a customer has a requirement, we provide a cost estimate based on each phase of CMMI. It's a team effort — engineers, technicians, logistics, finance, contracting — it's not just one person doing all the work, but all of the team working together. We work day and night to keep our customers happy," Razi said.

The PAC3T team spent two weeks with Singapore training operators who will help the U.S. and its allies in the continuing fight on the Global War on Terrorism.

Bob Wilson and the ADP group inspect the equipment and make sure the laptops — the heart of the system — work properly. Field engineer **Larry Huffman** tests the communications side of the system, ensuring everything does what it's supposed to do, and senior systems analyst **Terry Gilmore** checks the software side of the system. Between the ADP and the communications group, everything is tested — end to end. Prior to installation, PAC3T systems are checked and double-checked — A to Z — to make sure everything works properly. "We try to include everyone in the design and placement phase," Razi said. "It's really important to look at it from the operator's viewpoint — like where's the best place to put the computer?" Others are involved in the integration and the installation process.

Taking care of the customer doesn't end with the installation. Terry installs the software, tests the applications again, and provides on-site training for system operations, administration, and troubleshooting. Terry also develops training tools — presentations that emulate what the operator sees, and psuedo-interactive guides.

"Our branch could not get this done without the *cable guy*, or anyone else — it's definitely a team effort," Terry said.

SPAWAR information system security managers and officers gathered in New Orleans to develop policies and procedures for information assurance. Pictured above are (seated, first row l-r) Steve McGee, facilitator; Marian Cordray and Mike Zeigler, SSC Charleston; Lionel Cannon, SITC New Orleans; Keys Rhodes, SSC Charleston Jacksonville Office; (standing l-r) Mark Wilde, SSC Norfolk; Michael Brennan, SSC Charleston Pensacola Office; Karon Franks, SITC New Orleans; Matthew Berger, SSC Charleston Washington, D.C. Office; Ginny Szabad and Scott Pack, SPAWAR headquarters; Lucie Colangione, SITC New Orleans; Richard Williamson, SPAWAR IA Officer; Ken Warburton, SPAWAR headquarters; Richard Hatton, SSC Norfolk; Michelle Ferro-czech, SSC San Diego; and Shannon Cole, SSC Norfolk.

SPAWAR Information Assurance Team forms in New Orleans

By Keys Rhodes
Information System Security Manager
Software Engineering Technologies Branch, Jacksonville

A SPAWAR Information Assurance (IA) Workshop was held July 14-17 in New Orleans, Louisiana. **Richard Williamson**, SPAWAR's corporate IA Officer, gathered the team of Information System Security Managers and Officers (ISSM/ISSO) from throughout SPAWAR to develop a plan of action and milestones for the upcoming Senior Steering Board meeting. Together, the workshop attendees developed common policy, processes, and procedures for information assurance.

Thanks to our hosts at SPAWAR Information Technology Center in New Orleans for providing local expertise and meeting facilities. The workshop was well represented by SSC Charleston's ISSM, assistant ISSM, and four site ISSMs.

The SPAWAR IA Team expects to meet again at future conferences. In the meantime, they remain in contact via email, telephone, and VTC, as they continue to work on ideas and processes for SPAWAR's information assurance.

Three individuals and our 'team' earn top Charleston area federal employee recognition

In the last issue of *The Chronicle*, we highlighted five SSC Charleston employees of the year in various categories and one outstanding team. Those winners competed with nominees from every other federal agency within the Charleston area to earn the title of the Federal Executive Association of the Greater Charleston Area Federal Employee of the Year.

Thirteen federal agencies submitted nominations in nine categories (we submitted a nominee for five of those categories). Sixty of those nominees made the final cut and were honored at a luncheon held at the Redbank Club on the Charleston Naval Weapons Station June 27. There were nine first-place and nine second-place winners. We are delighted that our team and two individuals took top honors, and one nominee was first runner-up. What an honor! And what an awesome recognition of SSC Charleston's many talented people!

Executive Director James Ward (far right) proudly poses with SSC Charleston's Federal Employees of the year: (l-r) Al Emondi, Twila Williams, Nancy Straight, Patrick Kleeman, and Frank McAlhany following the awards luncheon at the Redbank Club.

The Enterprise Operations Center (EOC) Team was named the area's **Outstanding Team**. Team leaders **Frank McAlhany** and **Patrick Kleeman** accepted the award on behalf of team members **Sharon Dement**, **Harriett Bechtol**, **Rudy Abbott**, **Lenny Goldman**, **Charlie Gibson**, **Daugenet Breaux**, **Steven Cohen**, **Doug Martin**, **Claude Butler**, **Ryan Floyd**, **Donnie Hughes**, **John Cole**, **Mike Grubbs**, **Daniel Johnson**, **George Johnston**, **Charlie Coker**, **Jason Livingston**, **Patrick McBride**, **Eric Enes**, and **Warren Mercado**.

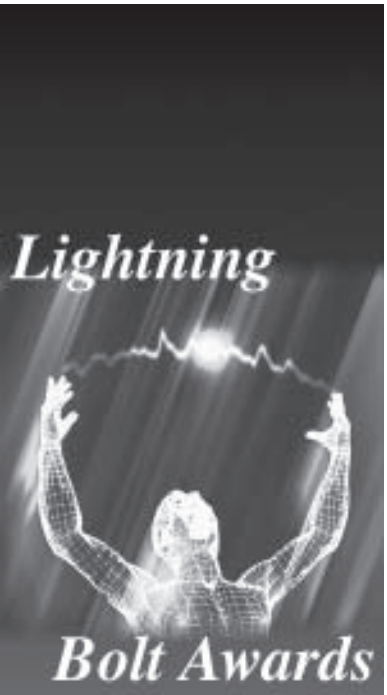
At the FBI's request, SSC Charleston quickly assembled the EOC development team — highly qualified systems and security engineers, technicians, computer scientists, logisticians, and management specialists — to design, construct, procure, install, test, and facilitate the operation of the EOC. This center has become the central point to manage and support the FBI's IT operations.

Al Emondi, head of the Advanced Technology Engineering Branch (J734), was selected the area's **Outstanding Supervisor**. Al joined SSC Charleston in April 2000 in the Intelligence and Information Warfare Systems Engineering Department. His talents, expertise, and leadership abilities were quickly recognized and he was soon selected to the position he now holds within the Intelligence Systems Engineering Division.

Twila Williams, an integrated logistics management specialist in the Wideband Satellite Communications Branch (J542), earned the **Outstanding Scientific/Professional Employee** recognition. Twila is responsible for all aspects of SSC Charleston's support to the Tactical Information Technology program office, including project planning and task execution. Although physically located in Charleston, Twila is responsible for providing direct support to her branch, which is collocated with the fleet in Norfolk, Virginia.

Nancy Straight, an engineering technician in the Information Systems Branch (J616), took first runner-up honors in the **Outstanding Technician/Assistant** category. Nancy is responsible for the complete life cycle support for several critical U.S. Marine Corps C4I systems.

Congratulations to all of our employees of the year! SSC Charleston is proud and fortunate to have you on our team! Keep up the good work!



Task Force Web team earns headquarters' coveted Lightning Bolt Award

A few of the Task Force Web team members were in town to accept the Lightning Bolt award on July 29. Pictured are (l-r) Cassandra White, Nikki Smith, Clifton Ivey, Andrew Mansfield, John Andrews, Leif Grytebust and Keith Topping.

SSC Charleston's Task Force Web (TFW) Navy Enterprise Portal (NEP) team received recognition from SPAWAR headquarters when Rear Adm. Slaght presented the Lighting Bolt Award to them on July 29. The TFW team provides portal and network engineering design and analysis, software development, production, hardware and software integration and rack design, installation, and logistics products and services in response to tasking from the Chief of Naval Operations N6/Code 09W, Ms. Monica Shephard, and SPAWAR headquarters.

The team accomplished extraordinary efforts to support installations on the *USS Theodore Roosevelt* Battle Group from Dec. 26, 2002, until the middle of Jan. 2003 during their deployment to the Middle East. The task required significant coordination and team effort between SSC Charleston and San Diego, relying on vast integration and installation experience using leading edge hardware and software. The TFW Team was instrumental in corporate SPAWAR's ability to accomplish this monumental task, especially since we were also supporting military operations preparing for war. The TFW team rallied in solidarity to support our warfighters' needs as a single integrated SPAWAR team.

The team members worked through Thanksgiving, Christmas and New Year's to upgrade the TFW portal as part of an initial Next-Generation Network (NGN) system onboard the *USS Theodore Roosevelt* and installed the systems on six other ships. Team members from both

Horizontal Fusion

Continued from page 11

SSC Charleston and San Diego taught administrator training classes at the Atlantic Training Group in Norfolk, Va. Ship riders went underway on the different ships to prove readiness for deployment — providing additional training and assisting local content integration into the portals.

Every team member's commitment and follow-through is acknowledged and recognized as indispensable. The team members listed here supported this important effort for our national defense, and moved the U.S. Navy significantly toward its goal of FORCEnet and network/knowledge centric-operations.

Government employees: SPAWAR 07-13, Terry Howell; SSC Charleston, **Andrew Mansfield** (J60E), **John Andrews** (J60EJA), **Leif Grytebust** and **Cassandra White** (J632), **Charles Hiesel** (J637), **Brian Ivey** (J324), **Karen Lehman** (J638), **Niki Smith** (J633), **Kevin Thorpe** and **Keith Topping** (J637); SSC San Diego, Donna Williamson and Mark Zabriske (D241), Shawn David and Tim Delgado (D24121), Steven Fogg (D290), Bette Fondas and Ingvor Inancia (D283), Lou Grajeda and Maggie Jones (D230), Hang Le and Nicholas Rodriguez (D241), Alex Mackey (D260), Stan Purington (D24224), Sylvia Salazar (D2874), Matt Tran and Jeff Vu (D24121), Tam Tran (D24122), Ted Tran (D242) and Jason Wong (D242).

Contractor employees: Randy Bertaux and Leon S. Harris, BAE Systems; Kamran Ahamad, Joel Brown, Christopher Hall, Denny Mattison, Scott Maxwell, and Michael Shue, Booze-Allen; Mike Dozier, EDS; Matt Adams, Bill Adsit, Aaron Continelli, David Erikson, Mike Jennings, Ryan Johnson, James Moliere, Mark Steele, and Sia Tavakoli, Intelesis; Mike Dubose and John Sinopoli, King Technologies; Waddy Caron, Bert Corley, Jay Cribb, David Gissentanna, James Glasner, Nilsa Gonzalez, Taylor Holmes, David Johnson, Greg Monahan, Megan Murphy, Bob Rozar, and Richard Pyra, Modulant/PDIT; Jason Bova, Peter Cruikshank, Le Hang, and Ron Thorson, SAIC; Rich Bucknum, Tim Julian, James Moody, Steve Norris, Carol Schumann, and Wendell Willie, Veridian IT.

Specially invited visitors mingle in the atrium of SSC Charleston's main engineering center to view charts, graphs, and demonstrations about horizontal fusion.

ing the next five years.

The Horizontal Fusion initiative is making strong net-centric transformational contributions to the four DoD transformation pillars articulated in the 2001 *Quadrennial Defense Review*. As Vice Admiral A. K. Cebrowski, president of the Naval War College, said in a January 2003 speech, "The power of information comes in the ability to share it as opposed to the ability to hoard it."

This is what Horizontal Fusion, as demonstrated by Quantum Leap 1, is all about — and SSC Charleston is a key partner in the drive toward net-centric transformation.

Horizontal Fusion team members who were on travel, or otherwise unavailable when the team photo (see page 10) was taken, include: Vickie Alea, Heather Bryant, Scott Burke, Steve Burchette, Ronald Buske, Gordan Chang, Jeff Clement, David Cassidy, Chuck Davis, Jared Dingus, T.P. Dong, Renee Emerson, Tom Glaab, Greg Hallinan, Randy Hauenfluck, Paul Hulseberg, Jeff Jancewicz, Michelle Jordan, Dawn Lawrence, Sherrel Lawson, John Lenahan, Dion Martin, Joy Miller, Pasteur Nader, Alexei Nazario, Benny Posadas, Ladonna Pate, Arnie Rausch, Matt Roldan, Matthew Rutherford, Brett Scharringhausen, GeorgeAnn Scott, Joanna Shirey, Erich Smith, Kathy Sorrenson, Vince Vanhouten, Dave Wagers, and Anna Ward.

Around The World

From Abu Dhabi to Zagreb — American Embassies receive new communication capabilities

By Kent Weikel and Joanna Shirey
DoS Wireless Communications (J52C)

August 7th Memorial Park, Nairobi, Kenya (Photo by Kent Weikel)

The United States began a long period of mourning for the 250 people — 12 of them Americans — killed in the embassy bombings in Nairobi, Kenya, and in Dar-Es-Salaam, Tanzania on August 7, 1998.

After the bombings, Department of State (DoS) officials realized that the emergency communication systems at both embassies were inadequate. Every American embassy and consulate around the world is equipped with a radio network for general communications; however, a radio channel reserved for emergency use did not exist. Although the local and Marine Corps security guards recognized a threat as it occurred, they had to compete with motorpool, maintenance, and community radio traffic for a clear network channel before they could warn embassy staff. It was clear that an Emergency Action Channel on every embassy radio network was needed.

Congress was quick to approve $118 million for this monstrous effort, but DoS only handled system installations on a case-by-case basis. Rarely had they attempted a full department-wide system upgrade at more than 200 international posts —a nd Congress wanted the effort completed in just three years. The program's success depended on much more than quality equipment and personnel. It would take:

- ⇨ incredible teamwork between government contractor workers;
- ⇨ dedicated people on-call 24 hours a day supporting the field installation teams;
- ⇨ patient logistics people coordinating the purchase, stocking, deployment, and shipping hardware to remote foreign locations that most people can't even pronounce;
- ⇨ talented engineers designing complicated systems based on available frequencies at each post;
- ⇨ a platoon of adventurous installers willing to dedicate two years of their lives to international travel; and
- ⇨ intra-agency cooperation between SSC Charleston and DoS to ever-higher levels of success.

And thus, the DoS Overseas Wireless Modernization Program (OWMP) was born. On Jan. 2, 1999, SSC Charleston sent its first two engineers to Kampala, Uganda, and Harare, Zimbabwe. Their mission: perform site surveys for a new Emergency Action (EA) radio channel for each embassy. Their surveys would provide the baseline for all future OWMP surveys. Knowing that not every engineer and technician available for this program would be as knowledgeable as themselves in the field of radio frequencies, their surveys needed to be very detailed, taking into account scenarios that might not even apply to the first two posts. As a result, they produced a 33-page site survey instruction and recommended that each survey kit include a digital camera and a portable laptop so that detailed information could be transmitted electronically to the United States.

Two weeks later 20 teams, each with a government representative and a contractor, visited every city from Abu Dhabi to Zagreb. Five to seven posts were visited during each trip, spending three to five days at each post. The teams gathered embassy personnel information to

determine how many radios are needed; existing radio network technical information to determine if the new system will work with the old system; information about the host nation's government determined if they would let us have a dedicated radio channel; and information about potential repeater sites determined if space for another antenna was available. Finally, the teams photographed everything that might possibly apply to the installation. Each team also traveled to every potential repeater location where they gathered more data, which sometimes meant riding an elevator to the top of a skyscraper in Kuala Lumpur; but more frequently meant traveling someplace exotic, such as the top of an extinct volcano in Guatemala, or to the top of a mountain during a blizzard in Albania.

Admittedly, there was some initial confusion — sections of the survey template were interpreted differently; entire sections of the form were left blank because a surveying team thought it did not apply; or Embassy security personnel disapproved data being sent over an unclassified media. But the SSC Charleston teams charged forward, and in 12 months DoS had a quality radio survey of every single post in the world!

As the data poured into Charleston, S.C., and Washington, D.C., engineers at Motorola, SSC Charleston, and DoS worked diligently preparing site designs based on the surveys. They all agreed that sending a *prep-work* team into the field could potentially ease the installation teams' stress. The prep-work team would verify things like: local electrical contractor work is scheduled; grounding was performed; host nation approval of frequency use is in progress; and a contract was awarded to rent space for the new repeater and antenna. The prep-work team would also check local availability of hardware and/or installation supplies.

Although the prep-work team would have been beneficial, the extra cost could not be justified since the installation teams could do the majority of the *prep* work upon arrival. DoS personnel in Washington would have to do the rest.

As site surveys and prep work continued, Motorola was building and programming the radio equipment to support this effort. Every post was to receive both a primary and a spare repeater; and every American family associated with the embassy was to receive at least one radio. A device called an opta-phone, which allows the radio to be used as a telephone in an emergency, would also be added for each post. Meanwhile, the team in Charleston was procuring massive amounts of hardware for the installations — voltage regulators, electrical wire, coaxial cable, wood, antennas, and radio equipment. Local hardware stores struggled to keep up as truckloads of connectors, nuts, bolts, grounding rods, thunder studs, tie wraps, and electrical hardware was purchased. Everything possibly needed by the installation team was packaged and sent to each post. Between deployments, surveyors helped determine which tools the installation teams would need, and assisted in depleting various local home centers' stock. Finally, an integration team built and packaged each bill of material (BOM) — supplies from Motorola, the tools, and the hardware — marked them *DIPLOMATIC POUCH*, and shipped them overseas. Pouch sizes ranged from 20 to 200 boxes.

The first deployment began June 20, 1999. One SSC Charleston engineer and a team of four contractors landed in Managua, Nicaragua, and began the 45-day installation. Originally scheduled for four weeks, a major glitch extended it to six.

Claude Butler (Code J626) runs transmission line for a POTUS visit in Abuja, Nigeria (Photo by Jim Reid)

Perhaps the most unique feature of the OWMP was the fact that seven contractors provided technical personnel. This meant technicians would be traveling with, cooperating with, depending on, and in some cases answering to another technician for whom he or she did not work. Any concerns quickly subsided, as the installers developed a deep respect for each other.

Installations typically ran three to six weeks, but installers had to be prepared for anything. A schedule changes the day before departure due to a presidential visit to China. Running out of drywall anchors could be devastating in a country such as Niger. And tools that can only be charged in 110-volt outlets — something tough to find in Europe. Food poisoning and missed workdays were common in India. Rain delays could last for weeks in Central America. Working on a roof in the Kuwait sun required a slow, methodical work pace with frequent breaks. Embassy personnel were often unavailable to answer critical questions, and sometimes the main point of contact was a Foreign Service National who spoke little English.

Despite the many challenges, the installation teams successfully proceeded from one post to another. The schedule moved on — first one completed, then 20, then 100, and eventually 200. Finally, in April 2002 the installation teams returned home from Hanoi, Vietnam, completing over 325 installations worldwide. The last post was completed, and OWMP was a success!

During the final year of the OWMP, DoS absorbed the United States Information Service (USIS). Renamed the Public Affairs Office (PAO), it currently serves nearly every embassy around the world. Consequently, the PAO users now need to be inter-networked into the existing DoS network; hence, another worldwide upgrade was at hand. Once again, DoS turned to SSC Charleston.

The scope of the PDA (Public Diplomacy ALMA-tization) Program was vastly different from OWMP. This was a computer network upgrade. Due to the threat of penetrations by foreign hackers into the DoS network, the standard at the time was that all users be supplied with two separate workstations — one for use on the public Internet, the other for DoS email and access to the DoS Intranet. The PAO section already had the public Internet workstations in place; the new *Opennet* (DoS jargon for Exchange and Intranet access) workstations and the supporting network infrastructure that would provide access to DoS applications and resources had to be installed.

Adding to the scope was that most of the old USIS offices were located in buildings separate from the Embassy compounds. This meant that each embassy had to transmit data between buildings, which were sometimes located across town. To increase security, all remote public diplomacy sections were to receive routers, which provide encryption algorithms. They would also receive at least one domain controller and one exchange server to ensure continuous login and email access should the link between buildings ever fail. Spare units were also provided in case of local equipment failures.

The surveys were complete when SSC Charleston joined this effort, and a good bit of network hardware was available in DoS warehouses. The support team was expected to begin installations immediately. In December 2000 as OWMP was winding down, a pair of SSC Charleston contractors departed for Lisbon, Portugal, to begin the PDA installations. The first post was tiny — only a couple of workstations, no infrastructure, no servers, switches, or routers, and the installation team was now ready for this new DoS program.

Although equipment was provided by DoS to support some requirements, the logistics personnel in the SSC Charleston support team again sprang into action, obtaining massive amounts of computer equipment. This time the need was for routers, switches, servers, workstations, racks, monitors, and other network-related material. The technical staff quickly put their heads together, determining tools and test equipment requirements for each site's toolkit, all having different requirements.

A checks-and-balances system soon evolved. Based on the information included in the surveys, DoS drafted most of the designs. However, SSC Charleston's technical staff was asked to review those designs, verify that the program office's BOMs would adequately support the installations, and prepare labor estimates based on the projected length of each install. Sometimes a site package would change three or four times before the design was acceptable to everyone involved.

DoS believed hundreds of hours would be saved overseas and the cost of per diem would be greatly reduced if the workstations, routers, and switches were configured before deployment. SSC Charleston quickly converted a small lab into a mass configuration facility where all equipment was built, loaded with software, tested, and in some cases, repaired. Upon arrival at a post, the team installed remaining software applications onto the servers, provided support to the field installers, and set up a 24-hour help desk. The result was a compact, highly efficient integration facility.

The installations typically ran one to two weeks. Trips were chained together in twos and threes using geographic proximity to reduce travel time and costs. Many of the installers initially expected a smooth, straightforward installation at each post, especially with much of the staff having two years of DoS experience; but installers on PDA found themselves running into totally new challenges. Resolving a seemingly impossible software conflict in an eight-hour day in order to stay on schedule for the second or third stop on a trip was stressful, to say the least.

Loss of concentration for a moment could result in a 110-volt computer being plugged into a 220-volt outlet, destroying the power supply, and requiring a return all the way back to Charleston for repair. The PD section traditionally supported their own communication needs during their days as USIS; but sometimes the PD section IT staff needed training on unfamiliar new hardware and software. Leased line circuits between buildings were occasionally so poor in quality that only a 9.6Kb link could be estab-

Chad Aboe (Code J52C) performs pre-configuration on PDA computers in Vienna, Austria. (Photo by Gordon Stevenson

lished and a wireless wide-area network solution would be installed. Local telephone companies frequently provided CSU/DSU units that were manufactured locally and for which the router manufacturer did not have adapter cables. Workstation manufacturers would ship new models of computers and servers without notification, causing software and driver issues in the field. One team discovered the difficulties of attempting to penetrate a three-foot thick concrete wall with an 18-inch drill bit. Finally, teams often found themselves delayed at a post simply because other computers on the network were experiencing difficulties and embassy staff would request that Washington not advance the team to their next post until they could troubleshoot a problem that may or may not have been within PDA scope.

Once again, installers found themselves working amongst a conglomeration of contractors. Teams, usually two technicians, rarely had the same employer; however, any issues quickly dissolved and very strong teams with a powerful sense of quality and teamwork evolved.

On April 4, 2002, 18 installers returned from Sofia, Bulgaria, having completed 188 sites in only 16 months. During the PDA program's final months, SSC Charleston and DoS discussed continuing the successful working relationship and what future programs might benefit from SSC Charleston's support. One of those programs is another worldwide initiative — a long overdue and much needed upgrade to the existing DoS classified network.

In December 2001, DoS requested five SSC Charleston software and hardware experts for installations expected to take two to three weeks. The software installers replaced an existing single-server environment, migrated old data to the new system, installed and configured the new servers and workstations, and provided training on the new system. The hardware portion frequently required completely new infrastructures. This could mean anywhere from 100 feet to several thousand feet of fiber optic zipcord, which might require enclosure in several thousand feet of electrical metallic tubing (EMT) and esthetic raceway.

In April 2002, DoS asked for additional SSC Charleston assistance — six installers for a new initiative, the CCP Supplemental Program (CCP-SUP). This new assignment required traveling to posts where CCP installations were completed, but now required upgrades. Additionally, complete hardware inventories were needed to populate a newly developed DoS inventory database. The entire inventory process had to be completed and validated within the four-day installation period at each post.

Today, other programs are in the planning stages with SSC Charleston and DoS — installing high frequency radio systems around the world; installing communication systems into new buildings as they are constructed; and, hopefully, when DoS creates a worldwide IT support team, SSC Charleston will be asked to participate. Whatever role SSC Charleston's DoS support team is asked to play, we will be ready.

VTC lab not only supports the warfighter, it brings them home for a few minutes

By Diane Garrity
Technical Specialist, Multimedia Systems Engineering Branch (J732)

The war was live on television. Mishaps incited by madness placed American men and women in harm's way where they fought for their country without giving much thought to sleep or recreation. For many months, our Sailors and Marines endured the stress of war and separation. Family, loved ones, friends and neighbors also felt the sting of seeing our men and women in the midst of desert demons and dangerous seas. The invasion of Iraq provided another opportunity for the video teleconferencing (VTC) laboratory in the Intelligence Systems Engineering Division (J73) to fulfill their mission — worldwide VTC support. **Rod Knapp**, the VTC lab's senior multimedia engineering specialist, arranged conferencing sessions around the clock to accommodate private conversations between warfighters and their families. "This is easily the most satisfying part to me" Rod said of VTC support.

For years DoD recognized the significance of video teleconferencing to the fleet. It provides instant communication and feedback between the Chief of Naval Operations (CNO) and flag commands — reducing time and travel costs, and increasing safety for all VTC conference attendees. Ships, air wings, fighter squadrons, and helicopter squadrons have all benefited from SSC Charleston's VTC lab.

Originally commissioned the CNO VTC lab, and later renamed Video Information Exchange System, the lab is now officially the AN/USQ-171 (V) Tactical Command System. The Tactical Command System usage and reliability has demonstrated beyond question that VTC is a vital and cost effective component for the warfighter of the 21st century. With VTC, we have come a long way since the days of the Home AMateur radio (HAM-radio) and the operated Military Affiliate Radio System (MARS) phone calls that were only available to a few crews deployed on ships with this equipment.

'Ice-cold' CHIPS

By Sharon Anderson
CHIPS Senior Editor

Marketing CHIPS Magazine is almost as easy as selling ice-cold lemonade on a sultry day — almost. A little more than a year has passed since we developed a marketing plan that included increased outreach to readers, top Department of Defense and Department of the Navy leadership, and Information Technology professionals working on C4ISR and tactical programs.

In addition to keeping in close touch with current subscribers' requirements, we want to constantly refresh and increase our circulation — new readers translate into new challenges so we continuously strive to exceed the expectations of an increasingly savvy IT audience. In his book, "*Don't Compete — Tilt the Field*," Louis Patler stated that on average, worldwide, an innovation in digital technology is copyrighted every three seconds. What's remarkable is that not only are IT professionals in the DoN and DoD today committed to being on the leading edge of that up-to-the-second technology, but the average user wants to remain on the cutting edge as well. That is a tall order and one that we keep in mind because we want to appeal to the broad range of Navy and DoD IT users.

There is no better way to find out what people want than by meeting them face-to-face and asking them — so we did — by traveling to a sampling of DoN and DoD IT conferences across the country. What we found is that the CHIPS Web user is goal-oriented, interested in factual information that is easy to retrieve and manipulate. We also found that a great number of readers, who are supervisors or project leaders use CHIPS articles for team training. Acting on these bits of information, we redesigned the CHIPS Web site with a cleaner look to include both html and PDF versions of articles for flexibility. For CHIPS online we only use graphics that are relevant to the topic to reduce loading time and bandwidth. With the help and creativity of **Tony Virata**, DoN IT Umbrella Program Webmaster, we added a Search utility and Author Index. Tony also completely redesigned the online subscriber capability and database system. All we had to do was tell Tony what we wanted and he made it happen. Visit the CHIPS Web site www.chips.navy.mil and see what's new.

Readers told us that they like lots of color and graphic illustrations, articles from top DoD and DoN leadership regarding new programs and technology, project management and process improvement topics, and DoN IT Umbrella Program contracts information. So each issue includes articles or interviews with top leadership, program managers, IT innovators and the DoN IT Umbrella Program. We just started a series on CMMI in the summer 2003 edition, which also includes the second article in a four-part series on project management.

Below is a list of the conferences where we exhibited CHIPS in the last year and canvassed our readers. In all but two of the conferences (where we partnered with another command) we exhibited in the SPAWAR Corporate booth by invitation. We haven't missed an opportunity to exhibit with SPAWAR headquarters in the last three years. At TechNet (Washington, D.C.), CHIPS had double exposure — we found that the new Information Professional (IP) Officer community had a booth and was exhibiting CHIPS in partnership with the Department of the Navy Chief Information Officer (DoN CIO), a CHIPS stakeholder. A key tenet to marketing is partnering with stakeholders for success so we are looking to increase our stakeholders to boost marketing opportunities and CHIPS exposure. The DoN CIO frequently distributes CHIPS at

working group meetings and conferences. At Transformation TechNet in Virginia Beach, Va., we partnered with NETWARCOM, who exhibited and distributed copies of CHIPS in their first launch into marketing. We also exhibited CHIPS at the invitation of the Army Small Computer Program at the Army Information Technology Conference and we were delighted at the warm welcome we received and the interest that CHIPS generated among our Army colleagues.

☑ Air Force Information Technology Conference (AFITC) — August 2002

☑ USNI Warfare Exposition and Symposium — October 2002

☑ TechNet Asia-Pacific — November 2002

☑ West 2003

☑ Software Technology Conference — April 2003

☑ TechNet Washington, D.C. — May 2003

☑ Transformation TechNet — May 2003

☑ Army Information Technology Conference (AITC) — June 2003

Transformation TechNet – May 2003. Vice Adm. Richard W. Mayo, Commander, Naval Network Warfare Command talking with Lt. Mark Preissler, who was representing the Information Professional (IP) Community and exhibiting CHIPS, as well as fielding questions on NETWARCOM and other topics.

CHIPS is an important marketing tool for the DoN IT Umbrella Program so we strive to give good value to our sponsor and chief stakeholder. We monitor and make adjustments to our marketing plan to ensure we are reaching and satisfying our target audience. Included are the demographics for hardcopy and online subscribers. In five months the CHIPS Web site had over 352,470 readers. Online readership from mil, gov and edu domains was 120,936. The remaining readers are from dot-coms, net, biz, info and org domains. We are especially happy to see a dramatic increase in Army readers since we attended the AITC — and the number of readers from the edu domain. MIT was in the top 20 for online readers. Academic readers totaled 11, 618. CHIPS may prove to be an effective recruiting tool for SPAWAR, the military Services and the government for attracting graduates into public service. We also discovered that government-contracting sites such as GSA, DLA and DCMA were in our top 20 — so we are happy that we are getting the word out about the Umbrella Program to contracting agencies too.

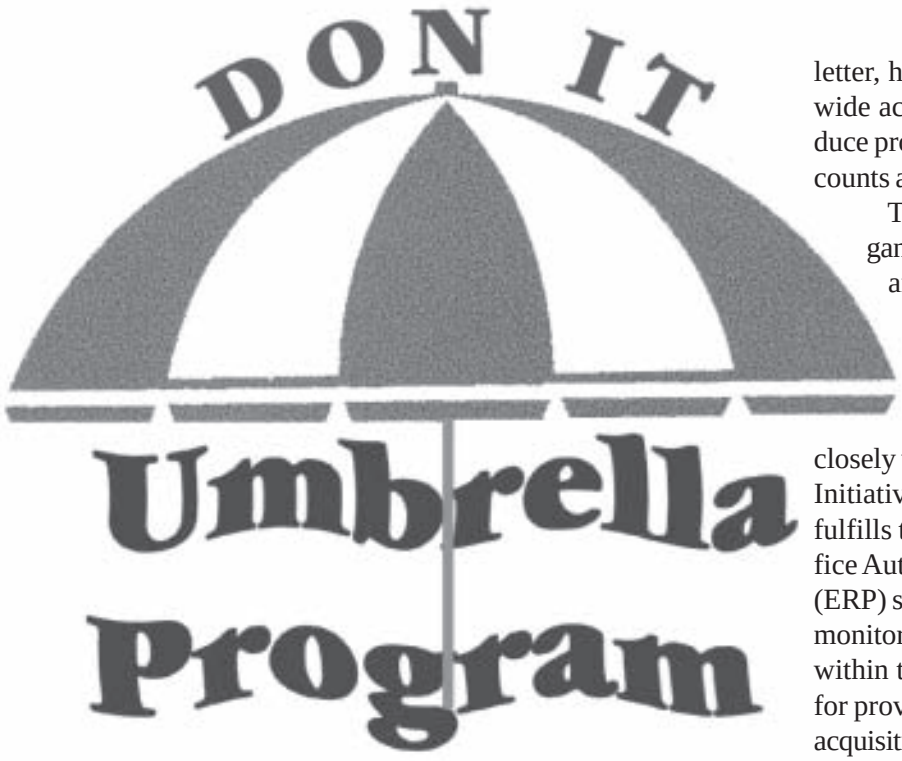
CHIPS Hardcopy Distribution (Summer 2003): USN, 20,601; USAF, 4,647; USA, 4,525; DoD Vendor, 1,798; DoD, 1,453; USMC, 1,373; USCG, 610; Schools, 209.

Online Readers (Cumulative Mar – Jul 2003): USN, 59,784; USA, 13,396; USAF, 8,837; SPAWAR, 7,930; DISA, 6,780; USMC, 2,714; USCG, 837; OSD, 379; Other, 251,813

Target Audience Breakdown (Cumulative Mar – Jul 2003): Military, 104,698; Government, 4,620; Education, 11,618.

SPAWAR headquarters recognizes the value of CHIPS' loyal readers. The Corporate Communications team works with us on every issue for article submissions and interviews. In the fall issue I will be interviewing Scott Randall, SPAWAR Deputy Commander.

You can see our marketing plan is working, but we aren't finished yet. Our marketing plan will continuously evolve as we monitor reader and sponsor preferences, DoD and DoN programs and policies, technology trends, and changes in print and electronic publishing. In the meantime, **Nancy Reasor**, CHIPS assistant editor, joins me in inviting you to pick up the summer edition of your ice-cold CHIPS.



Under the Umbrella

By the Technical Specifications and Acquisition Branch (J645)

The summer 2003 issue of CHIPS celebrates the 15th birthday of the Department of the Navy Information Technology (DoN IT) Umbrella Program. But its origin may be traced to September 1983 for this historic Joint Service program according to Bob Green, special assistant for data and applications management, DoN Chief Information Officer. Bob said, "It was during September 1983 that the first in a series of joint Navy-Air Force contracts was awarded. This contract was an indefinite delivery, indefinite quantity (IDIQ) requirements contract for 8,500 Zenith Z-100 desktop microcomputer systems running an early version of Microsoft's MS-DOS. This contract was so popular that before the contract ended, over 36,000 desktop computer systems were purchased. The Small Computer Requirement Contracts (SCRC) Program grew out of the success of the Z-100 contract, and follow-on contracts were awarded for Tempest desktop systems (Z-150), Portables (Federal Data Corporation's "Chameleon"), the Desktop Follow-on Contract for the Z-248, IT Services (still exists as the ITSS BPA), the PC-LAN contract, and the billion-dollar SuperMinicomputer Contract."

We date our celebration to the Umbrella Program charter, which was signed in 1988 by the Assistant Secretary of the Navy for Financial Management. In his chartering letter, he delineated the benefits of using a Department-wide acquisition strategy with *umbrella contracts* to reduce procurement time and costs, achieve substantial discounts and promote cost-effective standardization.

The Umbrella Program team comprises several organizations: SSC Charleston, Technical Specifications and Acquisition Branch (J645); SSC San Diego; Naval Inventory Control Point, Mechanicsburg, Virginia; Naval Air Systems Command, Patuxent River, Maryland; and Naval Undersea Warfare Center, Newport, Rhode Island. We all work very closely with the DoD and DoN in the Enterprise Software Initiative (ESI) and MID-905. The Umbrella Program fulfills the Navy's duties as ESI Executive Agent for Office Automation Tools and Enterprise Resource Planning (ERP) software. We determine customer requirements by monitoring customer feedback and technology purchases within the DoN and DoD — then we develop a strategy for providing the best service that we can by establishing acquisition vehicles that meet those requirements. The Umbrella Program also participates in the IT Corridor Working Group where the ITEC Direct Information System (www.itec-direct.navy.mil) is the Navy's vision and implementation for e-commerce.

The Umbrella Program has been recognized for delivering excellence to our customers and savings to the government:

2000 – DoN Competition and Procurement Excellence Award for Outstanding Contribution to the Promotion of Competition and Innovative Procurement – DON Enterprise Licensing Team

1999 – DON Competition and Procurement Excellence Award for Outstanding Contribution to the Promotion of Competition and Innovative Procurement – Voice, Video and Data (ViViD Contracts)

1997 – Senate Productivity and Quality Award, Medallion of Excellence – SuperMini Contract (Now expired)

1997 – Hammer Award for Reinventing Government and Cutting Red Tape – TAC BPAs

Cost avoidance is just one measure of savings in using Umbrella contracts. Barbara Johnson, Umbrella Program Manager said, "Savings vary, but are in a range of two (at the minimum) to 60 percent off GSA pricing. Some of the ESI vehicles have discounts above 75 percent. When we put a vehicle in place, we really try to think of the small agency, which may have only 10 to 20 employees so that the small agency will receive the same (at least minimum) discount as an agency placing a large order. Of course, if you are talking about large purchases — $100,000 and up — these customers will get a substan-

The Technical Specifications and Acquisition Branch (J645) in Norfolk.

Back row (l-r): Billy Bunton, Rick Paquin, John McLaurin, Calvin Finley. Middle row left to right: Liz Vonasek, Mary Kay Demorest, Julia Jones, Sandy Mieczkowski, Soya Rowland. Front row left to right: Doris Bohenek, Gail Holzsweig, Sharon Anderson, Sherleyann Parks, Tony Virata.

Above (l-r): Shirley Dunbar, Nancy Reasor, Jakki Rightmeyer.
Not shown: Patrick Koehler, Helen Edoff and Ann Dillon.

tially bigger discount, but small agencies (small orders) will at least get the minimum discount."

Customers are encouraged to contact the Software Product Managers (SPM) or contacts listed in CHIPS, the ITEC Direct and Umbrella Program Web sites if an Umbrella Program vendor delivers a quote that is not, at the minimum, 2 percent below GSA Schedule. Customers are also encouraged to negotiate better terms, but if they don't have time, that is one of the duties of the SPMs and Technical Support personnel — to negotiate for them.

Umbrella pre-competed contracts offer a wide variety of IT products, and training and consulting services from leading manufacturers and resellers. All products offered under the Umbrella Program and ESI meet the Joint Technical Architecture (JTA).

Standards-based ordering vehicles, technical support for products through the life of the contract, integrated logistics support (ILS), e.g., extended warranty periods, customer support help desks, spare parts, continuous competition among leading manufacturers and resellers, and outside of the continental United States support are all truly some of the best-value features for Umbrella contract customers.

Customer satisfaction is one of our primary concerns, so we very much welcome feedback from customers. Customers can contact us directly through e-mail from the Umbrella Web site (www.it-umbrella.navy.mil) or the ITEC Direct Web site (www.itec-direct.navy.mil). Our technical support staff can be reached at 757-445-2568 or DSN 565-2568.

Myra Rice completes 'Leadership' program

Congratulations to Myra Rice upon her recent completion of the Leadership for a Democratic Society Program. The program, which assists agencies in the development of their career executive corps, links individual development with improved performance. Myra is head of the Computer Information Systems Engineering Division in our Washington, D.C., office.

Believing that federal executives operate within a Constitutional framework that provides a unique perspective and set of challenges, the Leadership for a Democratic Society program focuses on four themes: Personal Leadership in Government, Transforming Public Organizations, Global Perspectives and Public Action, and Policy in a Constitutional System.

Week one of the four-week program focused on building a learning community, with emphasis on the individual participants. The other three weeks focused on major themes. Myra chose *Leadership for Team Commitment*, *Strategic Management in the Public Sector*, and *MEDIA: Managing Communications in the Public Sector*. She also attended several evening sessions. Trips to the Capitol and Hall of States were part of Myra's workshops, which included a member's perspective on how Congress works. Myra met with a panel — including the Honorable David Skaggs (former member of Congress from Colorado (1987-1999); Paul Bock, Chief of Staff for U.S. Senator Herbert H. Kohn; Robert Dobek, Legislative Director; U.S. Representative Karen Thurman (Florida); Lori Rowley, Legislative Assistant and Assistant to the Chairman; U.S. Representative Ralph Regula (Ohio); and Kimberly Parker, Chief of Staff, U.S. Representative Bobby Rush (Illinois). All four weeks also included a Federal Executive Institute wellness program.

Upon completion, Myra developed her Individual Development Plan and Executive Challenge. Since then, Myra is focused on her executive challenge, has had several teleconferences with her FEI Leadership development team, and is leading planning sessions (using FEI techniques) that will help her achieve her executive leadership challenge.

Rhayne Ashley earns master's degree

Terry Thompson (r), head of the Imaging and Verification Systems Branch (J782), presents an on-the-spot award to Rhayne Ashley.

On May 13, Rhayne Ashley received an On-The-Spot Award for achieving a milestone in her education. To quote from the award, "In appreciation of your efforts in obtaining your Master's Degree in Engineering and Technology Management. Your initiative and resourcefulness in seeking higher education are to be commended and applauded. Congratulations on achieving this noteworthy personal milestone which will unquestionably serve as an inspiration to others."

Rhayne graduated from American University in 1993 with a bachelor of science in information systems. She began working for NCTS-Washington shortly thereafter. In 1994, Rhayne began working on the Automated References Materials Systems (ARMS) project. She eventually became the project leader for the ARMS database until she was reassigned to another project in 2002.

In May 2000, Rhayne began working on her graduate degree in engineering and technology management. In May 2002, she graduated from George Washington University with a master of engineering management in engineering and technology management.

Rhayne also received her ten years of service award during the same ceremony. She is in the Imaging and Verification Systems Branch at our Washington, D.C., office.

Bob Kappler — 40+ years, and counting

Bob Kappler, our Chief of Staff, was recently honored at a reception given by the support staff commemorating his 40 years of government service.

Bob began his career in 1961 at White Sands Missile Range in southern New Mexico after graduating from the University of Missouri (he insists it's pronounced "Mih-ZUR-ah"). After earning his master's degree, Bob accepted a position at the Pentagon in 1971.

In 1974, Bob transferred to the SPAWAR field activity in Washington, D.C., where he became the Navy's TEMPEST field survey program manager. And in 1982, Bob bcame the executive director of the Naval Electronic Systems Security Engineering Center (later, NISE East Detachment Washington). He's been a SPAWARrior and our one and only Chief of Staff ever since.

In the November/December 1999 issue of *The Chronicle*, Bob had some profound advice for the young people just entering the workforce that bears repeating. For our young professionals, Bob believes the greatest benefit you can derive from a good education is learning how to think and how to learn. "Technology is good for such a short time today," Bob said, "so you have to think of learning as an ongoing lifelong process. Early in my career someone told me to go out and learn. You must learn how to do things, but you must also learn why. Because the person who knows how will always end up working for someone who knows why." Hmm, thoughts to ponder from the chief of staff, himself! Congratulations, Bob. It's truly a pleasure for this editor to work for you and with you.

Bob Kappler displays his 40-year service certificate as his wife Sue looks on.

Editor's Corner

Dear Readers,

I certainly hope you like the new look and feel of *The Chronicle*. Our mission is still the same — telling our story, and showcasing our people and our capabilities. If you have comments or suggestions that you think will make *The Chronicle* more appealing — either content or layout or both, please let me know. As a staff of one, I need a lot of help from you — the readers. *The Chronicle* is, after all, your newspaper, and I truly appreciate your submissions.

The Chronicle has a worldwide distribution of nearly 4,000 copies — that's a lot of free advertisement, folks! If you want to let the world know about your project, send me an email (lynda.silvers@navy.mil), or call me at 843-218-4021 and let's make an appointment for an interview.

Does your sponsor receive a FREE subscription to *The Chronicle*? What about your customers? If not, you may be losing out on some valuable recognition for yourself and SSC Charleston, as well as our products and services. Send complete names and addresses either via email or U.S. Postal Service (attention J0A6) and we'll add your customers and sponsors to our mailing list.

On the flip side, if you receive *The Chronicle* via mail, and you no longer wish to, please let us know and we'll remove your name from our database.

Every SSC Charleston employee, and on-site contractors, should receive a copy of each issue. Administrative assistants, if you are not receiving enough copies for everyone in your area, please contact your local mailcenter folks for additional copies. Mail handlers, if you're not getting enough copies, please let me know and we'll increase your distribution.

The deadline for the Oct/Nov/Dec 2003 issue (*can you believe how time flies when you're having fun)* is Nov. 14

See you in the news,
— Lynda Silvers

Philipp Charles earns 'Special Act' award

Following our change of command ceremony on July 29, Philipp Charles, SSC Charleston's chief systems engineer (J0E), received a Special Act award for his service as deputy director for Architecture for the Assistant Secretary of the Navy, Research, Development and Acquisition (ASN(RDA)) Chief Engineer (CHENG). While maintaining his duties at SSC Charleston, Phil made major contributions to the development and presentation of FORCEnet assessments for the United States Congress.

Since October 2001, Phil has been responsible for the development of architectures and their assessment methodology for the OPNAV mission capability packages. Phil also led the development of the Naval Tool for Interoperability Assessment (NTIRA) for the Chief of Naval Operations (N6) and the Commander, Fleet Forces Command. As a direct result of Phil's vision, dedication, and sacrifice, SSC Charleston is recognized as a leader in the development and execution of architecture development and assessment methodologies — enablers of the acquisition process transformation from stove-piped systems to delivering end-to-end capability to the fleet.

Exceeding expectations, SSC Charleston's efforts were recognized above other participants in the architecture assessments. Phil's insight and significant contributions to the architecture process established a solid foundation that will benefit the Navy's acquisition of FORCEnet.

Phil's positive impact has spread beyond DoN mission programs to numerous other federal entities. Phil's work with architectures positively influenced activities of the Defense Information Systems Agency with Horizontal Fusion; a future DoD all-service advanced concept technology demonstration; and the unified command system on a future command and control system for the President, Secretary of Defense, and Joint Chiefs of Staff.

Phil's early strategies to realize the Chief of Naval Operation's vision for FORCEnet provided significant benefits far beyond the DoN.

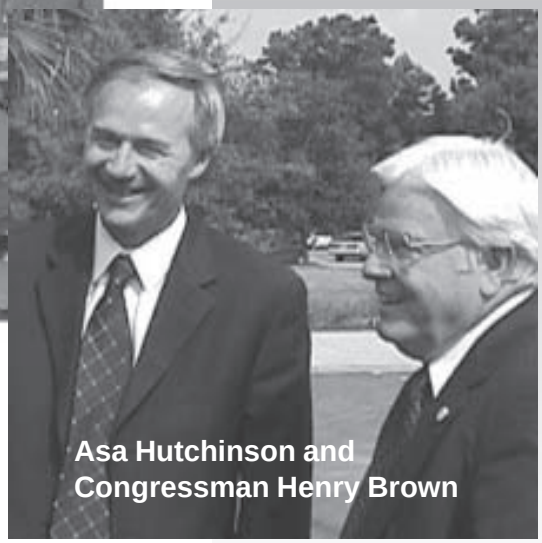
Holly Thomas earns Marine Corps 'commendation'

Holly Thomas, an administrative specialist in the C4I Systems Logistics Branch (J612), recently received a Certificate of Commendation from the Commanding General, Marine Corps Systems Command, Brigidaire General William D. Catto.

The commendation reads: "For professional achievement in the outstanding performance of your duties from 28 January to 7 March 2003. During this period, you were deployed from your command at Space and Naval Warfare Systems Center, Charleston, S.C., to Camp Commando, Kuwait, in support of Operation Iraqi Freedom. The purpose of this deployment was to support the Marine Corps Systems Command in the fielding of command and control electronic equipment to the United States Marine Corps units in Kuwait. Faced with the threat of eminent danger from nearby Iraq, harsh environmental conditions, austere living conditions, and separation from family and friends, you not only persevered but excelled. The fielding and subsequent installation of the Intelligence Operations Workstation, Global Command and Control System, and the Blue Force Tracker were instrumental in providing Marines the *edge* when they entered combat in Iraq. Your resourcefulness, initiative, and selfless dedication to duty reflected great credit upon yourself and were in keeping with the highest traditions of the United States Marine Corps."

Scenes from the TSA 'open house'

The national Transportation Security Administration (TSA) held a conference in Charleston August 5-7, in which SSC Charleston participated. We also held an open house for some of the conference attendees. Among those special visitors were Deputy Under Secretary Charles McQueary, Science and Technology, Homeland Security Department; Asa Hutchinson, Principal Deputy for Maritime and Land Security, Homeland Security Department; and Congressman Henry Brown, S. C. First Congressional District.


Asa Hutchinson and Congressman Henry Brown

Let's get technical

By Marsha Hassell
Public Affairs Officer

In a previous article about Toastmasters™, I talked about the ten basic manual speech assignments. But, in addition to those ten, there are over 75 advanced manuals that concentrate on specific types of presentations. One is entitled *"The Technical Briefing."* Since we spend so much of our time in *tech talk*, I thought I'd share some tips on how to give a dynamic and meaningful technical presentation.

First, plan your presentation. Spend time analyzing your audience, defining and refining your objective, and honing your main message with supporting data. How many times have you sat through a presentation full of slides with disorganized information that was unfocused and/or not related to the main topic? To avoid this, do your planning.

When analyzing your audience, think in terms of **their** needs. Learn as much as you can about your audience. Who they are, how much do they know or don't know about your topic, what information might they be seeking, and what are their needs. You should also determine the circumstances under which your audience is listening to your presentation. Are they in between other business meetings or social engagements and stopping for a quick update on SSC Charleston? Or, are they here for a program review? The audience that's here for a program review is much more attentive than the audience who is in between social engagements.

It's also extremely important for us, as a technical organization, to understand the needs of the non-technical audience. In fact, with the non-technical audience, **how** you present your material is considered more important than the topic. When speaking to a non-technical audience, it is essential that you first capture their attention and interest. One way of doing this is by showing how your topic relates to them.

For example, if you are talking about wireless communication, show the audience the latest wireless device. Invite a few people in the audience to touch and feel it and then remind them that they can now stay in touch with loved ones and business associates wherever they may be as a result of wireless communication. Once you've gotten their attention and interest, they are more apt to listen to the details.

As you delve into the details, this does not mean you have free reign to use scientific terms, jargon and/or other esoteric methods for explaining the technology. You must **build understanding** of your topic; and to do this, you must organize and structure your facts such that they flow logically when presented. You should use everyday language, and if you must use a technical term or concept, fully explain the meaning in everyday terms. Give an analogy or an explanation that allows the audience to visualize what you are saying.

For example, C4ISR means very little to the non-technical audience; however, if you say, "Using everyday products such as, computers, telephones, fax machines, servers, we put them together in such a way that they work together as a single device or system," this makes much more sense to a non-technical audience. And, feel free to invite questions throughout your speech since this is a good way of keeping the non-technical audience engaged.

Once you've analyzed your audience, determine the objective and the result you want to achieve. Do you simply want to educate, or do you want to move people to action? Do you want to persuade the audience to a particular point of view? Decide early on, or your presentation will be all over the place, and no place, all at the same time. How many times have you sat in a briefing where you received so much information — all of it good — and then you wondered where did the presenter want you to focus, and what action did he/she want you to

Continued from page 30

take, or not take? Determine your objective, and be sure your presentation reflects that. A word of caution: including a slide or statement that says *objectives*, does not *clearly define* your topic's objective, nor its purpose.

By the time you've gotten your audience's attention and helped them understand your topic, you've begun to build a rapport, gain trust and acceptance. If your intent is to persuade or spur others to action, tell the audience exactly what you want them to do, or why you feel they should adopt your point of view. If you have clearly stated your objective, and it's feasible, chances are the audience will act.

If your audience is technically oriented and familiar with the acronyms, the same principals apply, except now it's perfectly fine to use technical jargon, data, and other vernacular of the trade in your presentation.

The key is to know your audience. Even if your presentation is spoken in the *techie* language, clearly define and state your objectives, structure your material in an easily understood manner that has meaning for the audience; and if you want the audience to act, tell them exactly what you expect.

For more information about giving a technical speech, see Toastmaster's™ Advanced Communication and Leadership Program manual entitled *"Technical Presentations."*

Do you have a need to know, or perhaps just curious?

By Lynda Silvers
Chronicle Editor

Have you seen or heard something in the command that causes you concern? Or do you have a question, but don't know who to ask? There are several avenues you can take depending on the type of question you have.

First, check out the **Corporate Resources** section of CorpWeb, our corporate intranet. There are literally hundreds of links to everything you need to know to do your job — from A to Z. Or, check out the ***How do I…*** section. Here, you'll find step-by-step instructions for many of our daily tasks.

Second, there's an ***I want to know…*** section on CorpWeb. Once you get to our corporate intranet page, click on **e-Pubs** on the left, then ***The Inside Scoop***, and then ***I want to know…*** Questions about your workplace environment, policies, procedures, where to go for what, etc. can be answered here. Send your questions to the publications editor (via the provided link). We'll post the question, seek the appropriate subject matter expert, and post the answer. Names are not made known to the subject matter expert, nor are names published with the question or the answer. So this forum does provide some semblance of anonymity. As a federal government agency, questions regarding partisan politics or religion are clearly inappropriate in this forum. Inappropriate and/or offensive questions will not be published.

Third, Capt. Pope will answer questions sent through the ***Anonymous emails to the commanding officer***. This can also be accessed from our corporate intranet page and provides total anonymity for the sender. If you have a question or a comment that you think deserves attention from our commanding officer, then by all means this is the route you should take. Please keep in mind that generalized questions (e.g., parking, timekeeping, training, travel, etc.) which can be answered in the *I want to know…* forum, should be sent there.

Fourth, if you have a serious concern about something that's going on in your workplace — something you think might be illegal, you can go to the Corporate Resources section on CorpWeb and click on HOTLINE, Fraud, Waste, and Mismanagement. From there, you can submit an electronic complaint, and remain anonymous if you wish. Or, you can always call the fraud, waste and mismanagement hotline at 843-218-5016. If you wish to remain anonymous, you can; however, provide enough information (who, what, where, when) that will give the Command Review Office something to investigate. In this area, it's best to talk directly with someone in the Command Review Office so they can get sufficient details, and they can contact you again if further information is needed. These conversations are always extremely discreet.

Fifth, don't hesitate to call the command's legal office (843-218-5744) for guidance regarding your legal concerns.

No matter what your question (within the scope of the workplace, of course), you can rest assured of finding an answer down one of these avenues. If not, call the Business Resources and Information Office (843-218-4021) and we'll help you find what you're looking for.

Lowcountry Chapter AFCEA announces scholarship winners

Retired Navy Vice Admiral Al Baciocco (left) and retired Navy Captain Jim Hoffman (far right) pose with this year's scholarship winners Joshua Bowden (Stall High School), Ashley Steenken (Ft. Dorchester High School), Chaise Crosby (Stratford High School), and John Jenkins (Stratford High School).

On July 30, the Lowcountry Chapter of the Armed Forces Communications and Electronics Association (AFCEA) honored this year's scholarship winners at a luncheon at the Radisson Hotel. They each received a $3,000 scholarship. All of the winners are now students at Clemson University where they are studying either computer science or engineering. Each winner was in the top ten percent of their high school senior graduating class.

AFCEA thanks SSC Charleston and its numerous corporate teammates for investing their time and energy in the educational future of these students.

Volunteers appreciated!

April 27 through May 3 was National Volunteer Week. The theme this year was "Celebrate Volunteers — The Spirit of America," which reflects Americans' resolve to maintain the tradition of neighbor helping neighbor. SSC Charleston honored its nearly 200 volunteers (in the Charleston area alone) at a reception in the atrium of the main engineering center on April 30.

Some of the programs which SSC Charleston's volunteers participate in are the Lunch Buddy program, career fairs, science fair judging, essay contest judging, job shadow day, and the mentoring program.

A great BIG thank you to everyone who volunteers to help someone in need. You truly do make a difference.

Over 994 years of expertise lost as 32 individuals cross one of life's major milestones and enter the world of... retirement!

Can you imagine the wealth of knowledge, expertise, skill, and camaraderie developed over nearly a thousand years? It boggles the mind to even think about it. These 32 individuals, their talents, and their daily contact will surely be missed.

Joseph A. Thelen Jr., a DT-856-III technician in the Enterprise Integration Branch (J626/Charleston), retired March 28. Joe began his federal service in December 1962 and served the U.S. Navy, SSC Charleston, and our country for 30 years and one month.

Donald E. Sandusky, a DP-856-III technical specialist in the Environmental Effects Branch (J323/Charleston), retired April 1 following 34 years and eight months of dedicated service. He came to NAVELEX Charleston in August 1974 and remained with this organization until his retirement.

Joyce S. Blackwell, a DP-1102-III computer specialist in the Code 70 Branch of the Contracts Division (J0217/Charleston), retired April 3. Her federal career began in October 1966 and spanned 40 years and three months.

Lynda L. Dupes, a technical specialist in the Software Engineering Technologies Branch (J32J/Jacksonville) retired March 14 following 19 years of government service. In Dec 1984, Lynda joined the Navy Regional Data Automation Center and Naval Computer and Telecommunications Station, which later merged with SSC Charleston, and remained there until her retirement.

Raymond F. Karpinski, Kenneth G. Moore, Estevan S. Salinas, all DS-2210-III technical specialists, and **Juan G. Sandoval**, a DS-391-III technical specialist, in the South Texas Communications and Information Technology Branch (J584/Corpus Christi), retired April 30. Raymond's federal career spanned 20 years and one month; Kenneth's, 21 years and ten months; Estevan's 31 years and seven months; and Juan's 31 years and four months.

Stephen M. Wernsing, a technical specialist in the South Texas Communications and Information Technology Branch (J584/Corpus Christi), retired May 1 following 31 years and eleven months of dedicated service.

James L. Dingus, a DP-855-IV manager of the Integrated Systems Division (J52/Charleston), retired May 2 following 31 years and three months of dedicated service. Jimmy began his federal career as a GS-5 engineer at NAVELEX Portsmouth in 1972 and remained with this organization, which merged into NISE East in 1994, until his retirement. Prior to moving his family to Charleston in 1997, Jimmy headed the Naples Relocation Project, which upon its completion in 1996, was recognized worldwide as the Navy's premier C4I facility. Jimmy received the *Circle of Excellence* award in 1999.

Jacqueline P. Oltmann, a DA-560-III administrative specialist in the Budget Preparation and Execution Branch retired May 3. Jacque's federal career began in October 1966 and spanned 36 years and seven months of dedicated service. She was the "P" code for the Communication Systems Department (J50).

Michael A. Flippen, a technician in the Data Links Communications Branch (J534/Portsmouth) retired May 31. His federal career, which began in September 1975, spanned 27 years and eight months.

Albert C. McKinley Sr., a DS-391-III technical specialist in the Base Services Branch (562/Pensacola), retired May 31 following 11 years and four months of dedicated service.

Arturo A. Valdez Jr., a DS-2210-III technical specialist in the South Texas Communications and Informa-

tion Technology Branch (J584/Corpus Christi), retired May 31. Arturo's federal career, which began in December 1985, spanned 21 years.

Howard W. Brewer, a DS-2210-III technical specialist in the SW Development and Performance Management Branch (J582/Pensacola), retired June 1. His federal career began in September 1970 and spanned 32 years and eight months.

Solomon A. Richard, a technical specialist in the Integrated Services and Plans Branch (J563/Pensacola), retired June 1 following 20 years and seven months of dedicated service.

Rondi S. Akers, a DA-343-III administrative specialist in the Command Events Office (J0A7/Charleston), retired June 2. Rondi began her federal career in February 1973 at the former NAVELEX Charleston, which merged into NISE East, and now SSC Charleston where she remained until her retirement. Rondi's dedicated service spanned 30 years and three months.

Robert V. Dreesen, a DS-1670-III technical specialist in the Shore Cryptologic Systems Engineering Branch (J751/San Diego), retired June 28. His civil service career, which began in December 1973, spanned 36 years and 16 months. Robert also devoted seven years and 10 months in the active duty military.

Sara M. Baker, a DG-318-IV executive assistant to the commanding officer (J00/Charleston), retired June 30 following 43 years and one month of truly dedicated service.

Mae H. Ware, a DS-2210-III technical specialist in the Information Engineering Branch (J771/Washington, D.C.), retired June 30. Mae's federal career, which began in November 1968, spanned 34 years and seven months.

Walter W. Collins, a DP-855-III engineer in the Fleet Installation Branch (J331/Portsmouth), retired July 1 following 32 years of dedicated service. Walter began his federal career in June 1971 as an electrical engineer for Naval Ship Engineering Center, Norfolk Division. From there he was promoted to head the Submarine Sonar Branch at Naval Sea Systems Command Detachment Norfolk. Numerous BRAC actions eventually brought Walter to NAVELEX Portsmouth in 1993—making him a NISE East/SSC Charleston plankowner.

Barbara S. Shelton, a DA-343-III administrative specialist in the Support Services Division (J0AN/Tidewater), retired July 1. Her federal career, which began in February 1972, spanned 31 years and four months.

Sherry Janis Reeves, a DA-201-III administrative specialist in the Personnel Management Advisory Branch (J0A21/Charleston), retired July 3. Sherry's federal career, which began in May 1972, spanned 31 years and one month.

Wayne Q. Jones, a DA-346-III administrative specialist in the Data Links Communications Branch (J534/Portsmouth), retired July 3 following 30 years and six months of dedicated federal service.

Robert B. Myers, a DT-856-III technician in the Naval Tactical Command Support Systems Engineering Branch (J634/Portsmouth), retired July 3 following 39 years and eight months of truly dedicated service.

Paul V. Bergschneider and **Eugene Pomatto**, both DP-855-III engineers in the Broadcast Communications Branch (J535/Charleston), retired August 2. They each devoted 35 years and 11 months to federal service.

Roger W. Alderson, a DT-856-III technician in the ATC Communication Systems Engineering Branch (J314/Charleston), retired August 31 following 42 years of truly dedicated service to this country. Roger's career included four years and nine months of active duty military service.

Ronald J. Duke, a supervisory DP-1515-III in the Communication Systems Department (J50Y1/Portsmouth), retired September 2 following 37 years and four months of dedicated federal service.

Howard C. Halbig, a technical specialist in the Advanced Systems Engineering Branch (J773/Washington, D.C.), retired September 2 following 30 years of dedicated federal service.

James S. Ing, a DP-856-III technical specialist in the Wideband Communications Branch (J542/Portsmouth), retired September 2 following 39 years and seven months of truly dedicated federal service. James' career included three years and eight months of active duty military service.

Donna M. Smith, a technical specialist in the Software Engineering Branch (J772/Washington, D.C.), retired September 3 following 31 years and eight months of dedicated federal service. She came to SSC Charleston in February 2000.

This list of retirees has been a long one, but to each and every one of you, we say, "Thank you for a job well done!" You have served your country, the U.S. Navy, SSC Charleston, and especially the fleet very well. While the loss of your expertise, your shared experiences, and your individual abilities will surely be felt throughout the Navy community, your long years of devoted service to the fleet, to this command, and our country have truly earned you this retirement.

We wish for each of you many years of good health, prosperity, happiness, and joy. We salute you for your many years of faithful service, and in the traditional Navy way, we wish for you…

Fair winds and following seas!

From the desk of the Executive Director...

— James Ward

What's all this talk about reorganization? That seems to be a question floating around in the halls of our command. I personally believe that we should continually look at our organi zational development in regard to how well it serves our customers and employees. So maybe this question floating around is a good thing. Many thanks to our volunteer cross-command organizational development team that has inspired us all to think about how we come together for the warfighter.

Try to think of organizational development, not as yet another org chart shuffling people and projects from code to code, but rather a concept where people and projects interact across the organization in a disciplined execution. Most inefficiency occurs at an organization's boundaries where the product or service is handed off to a different part of the organization. So our organizational development focuses more on how we work together than the actual structure of the organization. My experience has shown me that it is more important to focus energy on clarifying accountability, coupled with increasing the richness of interaction, rather than moving blocks on the organization's chart. Our organizational strategy must enable our employees in their individual roles, and always promote serving our customers with the best capability we can collectively offer.

Our challenge is to enable SSC Charleston to operate as a network. As a leader in net centric warfare, I believe we should operate as we have prepared the warfighter to fight. The network model should be our organizational example promoting agility and speed of business among the nodes within our organization. There should be intranodal interaction and organizational dependencies as we meet our customers' needs in the most effective and efficient manner.

Picture us as a network — with a sensor grid, command and control (C2) grid, platforms, and weapons.

Our *sensors* are our folks who anticipate customer needs, they know the customers challenges, and they detect opportunities within our mission area. They manage the customer relationship.

Our *C2 grid* is where we have an awareness of the full capability of SSC Charleston. As Army General Tommy Franks, former commander of U.S. Central Command, made C2 decisions as to deployment of Navy, Air Force, and or Army forces that would best respond to the *sensed* target, we should apply the resources from across the command that would best support the customer's requirement. That means we might have to work outside our organizational unit. In this role, we need people who understand the full capabilities that not only Charleston has to offer, but also San Diego and Norfolk, and all of the SPAWAR entities combined. Understanding the capabilities of our industry partners is also vital in establishing our best capability offering.

The *platform* part of the network is where the real planning comes in — what is needed to satisfy the customer. I liken the platform to our corporate capability execution plan that will guide us as we provide the product or service to our customer. This corporate capability plan is the vehicle from which we launch our corporate offering. It describes roles and responsibilities and how we will synchronize our efforts in engaging the customer. This is where our rules of engagement are established and our measures of success are defined.

The next step is engaging the *weapon*, or executing the workload. Our employees delivering the product or service are our weapons and our most valued asset in that they are responsible for executing the plan. This is where a synchronized hand-off is essential between us and our business partners and our customers. Each person doing their part — the engineer, the technician, contracts, finance, travel, administrative, support staff, etc.

When people can look at SSC Charleston and see a network that is collaborative, focused toward our mission, and customer centric, then we will be on the road to greater success.

The Chronicle

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